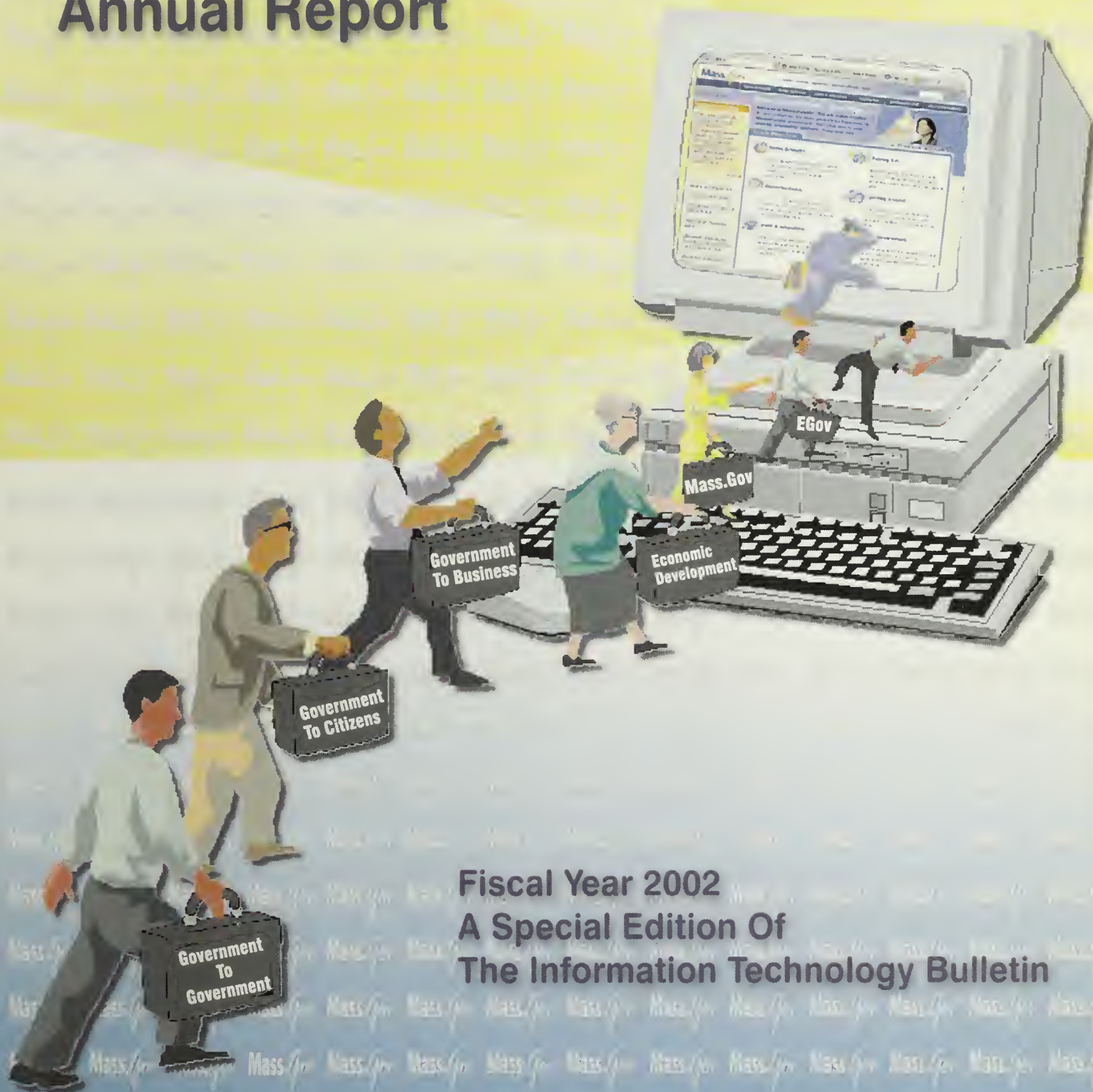


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Commonwealth Of Massachusetts Information Technology Annual Report



Fiscal Year 2002
A Special Edition Of
The Information Technology Bulletin

Commonwealth Of Massachusetts Information Technology Bulletin

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A Special Edition

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MESSAGE FROM THE GOVERNOR

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It goes without saying that the world has changed for everyone over this past year. As I mentioned during my State of the State address in January, the challenges we now face were unimaginable a year ago. But so are the opportunities. We are now in the midst of dealing with a very difficult economic landscape. The severity of the current economic downturn puts enormous pressure on the Commonwealth, but provides opportunity for innovation. Fortunately, the technological initiatives undertaken in the last few years are proving to be a strong foundation that we can leverage to help us overcome these new challenges.

Talented people across agencies have continued the collaborative efforts to enhance E-Government. For example, the Mass.Gov portal is now a reality, allowing citizens and businesses to more easily find information and services with the Commonwealth. The efforts of our information technology professionals have resulted in Mass.Gov receiving two awards recognizing the excellence of the site. The foundation in place promises to transform the way citizens, businesses and municipalities interact with state government, while reducing costs for both the Commonwealth and our customers.

We have just started to capitalize on the power of web portal technology. The true strength of Mass.Gov lies with providing start-to-finish, integrated services, resulting in improved service and time-savings for customers. Government agencies can work together and use portal technologies to present integrated information and expand online services while streamlining operations, simplifying procedures and cutting costs.

In essence, we will be able to virtually reorganize government to deliver services more efficiently and effectively without disrupting the organization. The technology will also reduce duplication across agencies as Web sites under the Mass.Gov umbrella are enhanced.

Our focus on E-Gov included support for a significant increase in the number of e-applications under development, most of which you can read about in this issue. In addition, as each online service goes live, it is featured on Mass.Gov, thereby increasing the public's awareness of new E-Gov services. We will continue to keep Massachusetts a leader in the delivery of online services, because in these constrained economic times, they enable agencies to provide quality service at reduced cost.

Massachusetts is one of few states to finance its technology investments through capital funding. Both the Executive and Legislative Branches recognize the continued importance of technology investment to our future and have approved IT Bond III for \$300M. We will continue to make technology investments for those programs whose primary purpose is to deliver high quality service while improving efficiency and reducing costs. We will place an even stronger emphasis on our return on investment in the coming year and look to support those initiatives that promise to increase revenue and/or reduce short and long-term operating expenses. In addition, those that rely on cross-agency collaboration will receive even stronger support. Through our increased focus on technology we have a unique opportunity to positively influence the future of the Commonwealth despite these difficult times.

A handwritten signature in dark ink, appearing to read "Jane Swift". The signature is fluid and cursive.

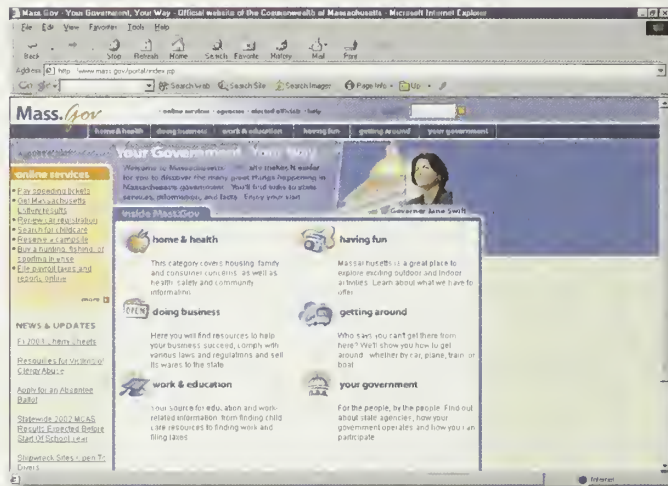
Jane Swift, Governor



EGov Overview

Mass.Gov LAUNCHED!

Your Government. Your Way.



The virtual reorganization of state government has become reality. Governor Jane Swift officially launched the Mass.Gov portal on May 8 stating, "Mass.Gov allows the public to have easy and comprehensive access to a wide array of government services, regardless of where they live. This portal will save citizens valuable time and allow state government to do more with less." Mass.Gov now offers intuitive access to over 50 online services across state government. In addition, the portal is designed to provide information to citizens, businesses and municipal officials based on "intentions" or common requests for information from government. Examples of these intentions include:

- I want to find a licensed professional
- I want to plan a trip in Massachusetts
- I want to know about tax and employer obligations
- I want to learn about education for children with disabilities
- I want to conduct research or access information on a city or town

While this first release of Mass.Gov delivers on its promise of presenting information and services from the customer's perspective, it simply lays the foundation for reaching the Commonwealth's vision for E-Government. The Commonwealth is now poised to leverage the portal technology to guarantee a consistent user experience in delivering seamless, integrated services from across the Commonwealth.



Mass.Gov LAUNCHED!

Your Government. Your Way.

Leveraging Portal Technology

The Mass.Gov office and the Massachusetts Emergency Management Agency (MEMA) are nearing completion of the first pilot to migrate an agency's website to the portal infrastructure. The new MEMA site will be available on the portal in August. Once MEMA's site is in production, it will support the "one face of government" strategy, having the similar look-and-feel and navigation of Mass.Gov, thereby providing a consistent user experience. MEMA will enjoy many of the benefits that will accrue to any agency that "portalizes":

- **Effective content management.**

Content subject matter experts can update content within a workflow defined by the agency.

- **Reusable content.**

Content can easily be integrated with content from other agencies to satisfy the user expectation of obtaining all related information in one place. Content can also be deployed easily by various mediums, i.e. PDA and cell phones.

- **Reduced effort and cost to develop and maintain Web site.**

The ease of content management and use of templates mean the site can be constantly rejuvenated.

- **Up-to-date content.**

Agencies no longer have to go through ITD to post pages to their site, thereby reducing the unnecessary layers required to get content posted.

- **Increased customer usage.**

Customers coming to Mass.Gov will become aware of the breadth of information and service offerings throughout the Commonwealth.

In essence, "cross-selling" is accomplished through the portal.

Mass.Gov is developing an agency migration plan that will build an inventory of reusable templates that enable agencies to independently, and cost effectively migrate to the portal. This will give the agencies the ability to update their sites quickly and easily.

The success of the portal is measured by customer usage, feedback and recognition. Mass.Gov has already received two awards in recognition of its excellence:

- The Trailblazer Award, by the E-Gov Solutions Center, for innovations in government. The award highlights federal, state, local, and international government programs that have successfully implemented user-friendly online initiatives.
- The AXIEM Silver Award, by AXIEM, for creative excellence in electronic media.

Mass.Gov has been a successful initiative resulting in a top-notch portal largely due to the broad participation and commitment of people from across government entities. The collaboration that began with the E-Gov Initiative has continued throughout development and was instrumental in delivering a portal that meets customer's needs and ensures a consistent user experience. The team has received encouraging feedback from customers, as well as many good suggestions that will guide future enhancements.



CORPORATION DIVISION NETS TWO WEB AWARDS



The Corporations Division of the Office of the Secretary of the Commonwealth, William Francis Galvin received two Merit Awards from the International Association of Commercial Administrators (IACA) meeting in Maine last May. The electronic search system for debtor and creditor information established last year in the Secretary of State's Corporations Division

won a "Best of The Web" Merit Award. The Division also received a "Best of The Web" award for the on-line filing of corporate forms instituted in January 2001. Secretary Galvin said, "I am gratified that the IACA, with these two prestigious awards, has recognized the hard work of the Corporations Division in establishing these systems for quick and convenient electronic filing and record searches," Secretary Galvin said.

Debtor and Credit Award

Debtor and creditor information is filed with the Corporations Division under provisions of the Uniform Commercial Code. In February 2001, an electronic search, filing and imaging system for UCC filings was implemented by Secretary Galvin in anticipation of a revision in UCC provisions regarding secured transactions. Such provisions became effective in July, 2001.

"The UCC filing and search system instituted in Massachusetts responds to a desire for uniform electronic filing standards," Secretary Galvin said. "It also brings the information and document images to the desktops of the public and the business community."

Searches can be made by individual name, organization, file number, or by date. Information on the date and time of filing, the filing history, and the type of filings made, whether financing statements, amendments, partial releases, assignments or terminations can be obtained through the UCC search.

The Corporations Division accepts filings on paper, by fax, as well as on-line. Massachusetts receives more than 100,000 UCC filings each year. Copies of imaged documents can be printed for free, or certified copies can be provided for a fee. Certified copies ordered on-line can be paid by credit card. To search the UCC database or make a UCC filing on-line, visit the Secretary's website at www.mass.gov/sec/cor.

According to Secretary Galvin, "Massachusetts has been a national leader in setting industry standards for on-line filing of UCC forms. Easy and standard electronic filing of a creditor's interest in a debtor's property under the Uniform Commercial Code makes government more user friendly for business."

On-line Business Filing

"I am pleased that IACA has recognized our on-line filing for corporate forms," said Secretary Galvin. "With filing of corporate reports on-line, corporations no longer have to deliver their forms to the Corporations Division in Boston, and they can also pay the filing fee on-line by credit card. Forms accepted include: Articles of Organization, Amendments, Annual Reports, Change Documents (i.e. Fiscal Year, Principal Office, Officers), Limited Liability Company filings and Limited Partnership filings. This innovation has not only made filings easier for corporations, but has freed our staff from data entry and allowed them to do more quality control."

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DIVISION OF INSURANCE AGENT ON-LINE RENEWAL WEBSITE CUTS PROCESSING TIME



For the Agent & Broker Licensing Department within the Division of Insurance (DOI), the summer months have historically marked the start of a protracted period of strained eyes scrutinizing piles of printouts, telephone tag with hundreds of insurers and countless hours of data entry. In 2001, the DOI in partnership with the Office of Consumer Affairs and Business Regulation (OCA&BR) and the state's

Information Technology Division (ITD) took the tedium out of the annual agent license renewal process with the creation of the first in the nation *Agent On-Line Renewal Website*.

Launched in October 2001, the password protected internet-based system automated the license renewals of 175,000 agent appointments by more than 1,200 insurance companies. Insurers now access the secure website and merely point and click on any cancellation they wish to make. Once completed, the system automatically calculates the licensing fees for the companies.

How successful has the *Agent On-Line Renewal Website* been? Agent & Broker Licensing Director Diane Silverman Black indicated that one company's renewals that once took an entire day to process, now only takes minutes. "This system has reduced renewal processing time for us by almost 90 percent, providing for greater efficiency and allowing the staff even more time for addressing our customers licensing inquiries. It's benefiting the companies too. They've reported as much as a 70 percent decrease in the time it takes on their end," said Silverman Black. Further proof of the project's success comes in the form of a near 100% completion rate by the companies during the second quarter of FY'02.

The license-renewal project was the natural extension to the creation of the DOI's licensing database, *Consolidated Licensing and Regulation Information System* (CLARIS). Both projects were built using bond funds and represent the successful collaboration between DOI, OCA&BR, ITD and private vendors. The web-based applications utilize Microsoft Internet Information Server (IIS) and SQL Server.

"The Internet was a perfect technology solution for not only eliminating paperwork bottlenecks, but also allowing for the point and click cancellation feature which makes this process virtually error-free," said DOI Information Technology Director Russ Grant. The renewal information is now captured electronically at the *Agent On-Line Renewal Website* and is then transferred seamlessly into the CLARIS database. According to Grant, the simple intuitive interface has been very well received by the insurance company users.

The *Agent On-Line Renewal Website* and CLARIS projects represent two DOI technology initiatives aimed at automating and streamlining business processes that previously were inefficient, costly and burdensome to government and its insurance licensees. The DOI is also one of several state licensing agencies collaborating with OCA&BR and ITD as part of the Governor's E-Government initiative to develop a suite of applications on the *Mass.Gov* website that will streamline the location of licensing information and processing of licensing-related tasks. With further bond funding, the new applications will centralize the location of over 1.3 million licensed professionals in the Commonwealth.

"Users will not need to understand the infrastructure of state government in order to find what they need quickly and easily," said Tim Healy, Director of Information Technology for OCA&BR. "Online

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WEBFILE FOR EMPLOYERS: MAKING PAYROLL TAX TIME LESS TAXING



The Commonwealth of Massachusetts is making the job of filing payroll taxes considerably easier and simpler thanks to the implementation of a new online application called WebFile for Employers. WebFile for Employers is a collaborative effort between the Massachusetts Division of Employment and Training and the Department of Revenue, launched in February 2002. The Commonwealth's 170,000 employers can use WebFile for Employers to:

- File and pay state withholding taxes, and contributions for unemployment insurance, the workforce training fund contributions, and unemployment health insurance.
- File employee wage reports and receive a detailed confirmation report that can be printed for record-keeping purposes.
- Make weekly or monthly withholding deposits online and see previous deposits that have been made.
- See summaries of their online transactions for the last five quarters.

Now employers who need to pay withholding taxes to DOR every week or month can do so online with WebFile. Smaller and mid-size employers can report their employees' quarterly wages to DOR instead of reporting this information on paper.

"The old adage time is money rings especially true in today's business climate," said DET Director Jack King. "WebFile for Employers is helping Massachusetts' businesses save precious time, energy and frustration when they pay their quarterly payroll taxes."

Users of WebFile for Employers:

- Avoid mailing multiple paper forms and checks to the Commonwealth.
- Schedule payments for debiting to occur later in the month.
- Reduce their number of errors because WebFile for Employers calculates the amount that is due.
- Can access key information such as current contribution rate and previous withholding payments.
- Receive an online confirmation of filing and get a reminder to file by e-mail.

The Commonwealth also saves money, as there is no longer a need to print and mail paper forms to employers. And, it saves on processing forms and checks. DET and DOR report that from January 1, 2002 to July 23, 2002, approximately \$7.26 million in withholding tax payments, unemployment insurance contributions, Workforce Training Fund contributions, and unemployment health insurance contributions have been paid through WebFile for Employers.

"DOR processes more than nine million tax returns in the course of a year and most of those come in on paper," said Revenue Commissioner Alan LeBovidge. "We'd like to reduce that mountain of paper and get all taxpayers, businesses and individuals, to file all their returns electronically. WebFile for Employers can help us reach that goal."



FAMILYNET UPGRADES DSS SYSTEMS

In the early 1990s technology at the Department of Social Services (DSS) was limited to one mainframe-based system, the Area Based Social Service Information System Technology (ASSIST). Structured to facilitate the reporting and monitoring needs of managers, ASSIST was developed around forms and data capture as opposed to offering workers tools with which to do their jobs more effectively. ASSIST was accessed via "dumb" terminals, and use was typically limited to data entry operators and managers. DSS had no local area network or wide area network infrastructure in place, and offered no electronic mail or word processing capabilities to the majority of its staff.

DSS began the process of developing a Statewide Automated Child Welfare Information System (SACWIS) in 1995, in response to a recommendation by the Blue Ribbon Commission on Foster Care convened by then Governor William F. Weld. Utilizing both state and federal funds, the first phase of this initiative included the development of the DSS data network infrastructure in late 1995, and made desktop computers, word processing, e-mail and training in the use of these tools available to all DSS staff for the first time.

The second phase of the project commenced in February 1996 when Deloitte Consulting was selected to work with DSS to design, develop and implement the SACWIS, now known as FamilyNet. In initiating this project, Massachusetts became only the fourth

state in the country to start development of a case management system for child welfare workers. Designed from the start as a collaborative effort, DSS management committed 25 full-time staff (both technical and subject matter experts) to the project to work with and learn from the 65 consultants and systems analysts brought to this effort by Deloitte Consulting.



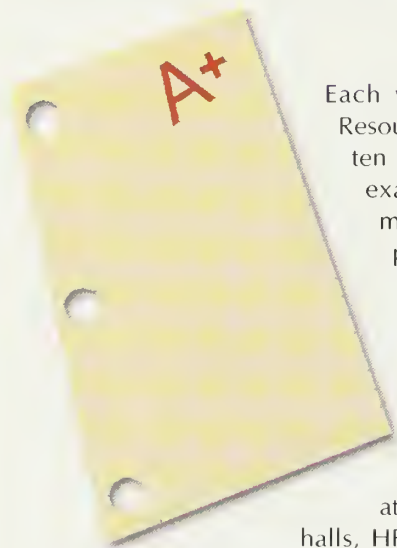
The result of this collaboration is a custom designed application built to meet the business needs of all DSS staff. Implemented statewide in 1998, FamilyNet is a highly integrated client/server application built on Oracle Forms 6 and an Oracle Relational Data Base Management System. This mission critical system is used daily by the over 3000 employees of DSS, in 30 locations across the state, to support case management, resource management, financial management, reporting, and data exchange with other state agencies and the federal government.

The application includes 390 windows for data entry and retrieval, produces 200 on-line and batch reports, generates approximately 100 pre-populated documents and interfaces with other Commonwealth agency systems including the Massachusetts Management Accounting and Reporting System (MMARS). In addition, FamilyNet tracks approximately 115,000 consumers in 36,000 open cases, and on average processes 4500 intakes per month, activates an average of 1500 referrals for services per month; and processes \$21,000,000 in monthly payments to DSS providers.

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THOUSANDS APPLY FOR CIVIL SERVICE EXAMS ON-LINE



Each year, the Massachusetts Human Resources Division (HRD) holds at least ten open competitive or promotional examinations for state service and municipal service. These exams are primarily for public safety (police and fire) positions. Approximately 20,000 - 30,000 individuals usually take these exams each year. In the past, to apply for a civil service exam, applicants were required to fill out a paper form which could be picked up at local police or fire departments, city halls, HRD offices in Boston, or mailed to them by HRD. Applicants would then submit the completed forms with their payment in person at HRD's offices in Boston during normal business hours or mail the completed form with a money order.

This past spring HRD worked closely with the State Police to administer an open competitive State Police Trooper Examination. For the first time, applicants were able to apply for an exam on the Internet at their convenience using a credit card. This was also the first opportunity for a State agency to use the shared e-Payment service developed by ITD to process credit card payments over the Internet. The e-Payment service is a part of the infrastructure of the E-Government initiative developed by ITD and a foundation of the Mass.Gov Portal.

Since this was the first time applications could be accepted electronically, no one knew how well the program would be received. The results were very positive. With very little fanfare, the application was brought on-line at 10:00 AM on a Monday morning. Within the first ten minutes ten persons had applied on-line and applications continued at the rate of one per minute for an hour and a half. Over the course of the enrollment period from April 1 to May 10th, almost 17,000 applicants applied for the exam, and exactly 50% of the applicants applied on-line.

The on-line system also transformed the way HRD was able to process the applications. Usually, there is a tremendous variation in the number of applications received over the course of the filing period. Typically during the last days before the closing date, a large number of applications are received and applicants are waiting in long lines at our Customer Service Center to submit the completed forms and payments. Since applicants for the State Trooper Exam could apply at their convenience on a 24x7 basis over the course of the filing period, the number of applications received was fairly constant over the course of the six weeks, and the lines at the Customer Service Counter were never very long. As a result, HRD staff was able to process applications as they were received rather than batch them for later processing. Since applications and payments were received electronically, HRD staff was able to spend less time processing paper and more time responding to customer questions received by telephone or by e-mail.

The successful implementation of this system relied heavily on the cooperative efforts of many individuals in organizations across State Government. Several units of the Information Technology Division (ITD), CommonHelp, the Office of the State Comptroller (OSC), and HRD worked closely to develop operational policies and procedures to make this service available. As with any new program, there are lessons to be learned. By far the most common suggestion received was the request to provide e-mail confirmation of the receipt of successful applications. Another problem that became apparent was the need to minimize the possibility of applicants processing duplicate applications by clicking on the submit button more than once. Both of these areas have been addressed, and the enhanced system will be re-released in the fall so applicants will be able to apply for all civil service exams over the Internet. HRD will also be providing a great deal of additional civil service information and services on its newly redesigned web site as we continue to use the web to provide better services to clients and streamline its business processes.



MASS COLLEGES ONLINE TO PROVIDE E-LEARNING NETWORK

MASS COLLEGES *Online*

The Massachusetts community and state colleges in cooperation with the Board of Higher Education have formed a partnership to construct a public college e-learning network. This new network will leverage a college's investments in e-learning to expand and improve access to higher education throughout the Commonwealth. The Network will include and link the college's online courses and programs of study through an Internet based integration portal. Funding for the development of this effort has been provided with capital bond funds by the Commonwealth's Information Technology Division (ITD) and by the financial support of the state and community colleges.

Students will be able to see course offerings, choose a home college, and take online courses, all facilitated by the Network. The Network will serve more than students; it facilitates course exchanges between the institutions. The institutions with online course offerings (provider colleges) choose which online courses and the number of 'classroom' seats to offer to the Network. The other colleges can select from among these courses those they wish to offer at their own institutions (receiver colleges), either as stand-alone courses, or in combinations with other courses to provide programs of study. The Network provides the invisible but essential support that will enable any student to benefit from these expanded online offerings.

Campus members on development teams, working closely with the contractor, have constructed the integration portal and web site for the Network. The Network will launch a pilot exchange of courses in the fall of 2002. Planning is already underway for the spring semester of 2003. As FY02 concludes, network and connectivity improvement funds have helped the colleges with increased demand for participating in the Network. Plans for FY03 will expand and automate the administrative processes.

It is the continued enthusiastic involvement of the college representatives united with the support of the Information Technology Division that form the foundation for meeting the challenges of developing a unified system for the benefit of the residents of the Commonwealth.



NEW RMV PHONE SYSTEM TARGETS CUSTOMER SATISFACTION



Over the past few years, the Commonwealth's Registry of Motor Vehicles (RMV) has prided itself in developing innovative techniques and methods to increase customer satisfaction and employee efficiency. While the RMV has been able to shorten lines at its branch offices by implementing programs such as on-line transactions, it has also seen a dramatic increase in its call volume. In July 2000 the RMV initiated plans to upgrade its telecommunications system as part of its ongoing technology upgrades. In developing a new telecommunications system, a number of objectives were outlined. On the customer side the objectives were to:

- Reduce the number of busy signals
- Reduce customer call duration
- Improve customer service and satisfaction
- Improve customer problem resolution
- Provide customers with consistent answers

On the business side, the RMV sought to:

- Improve agent productivity and retention
- Provide call center management reporting
- Provide network management reporting

To accomplish these objectives, the RMV set out to develop a single call center that serves as the first point of contact for all customer calls. By dialing 1-866-MASSRMV, customers are presented with a number of self-serve applications that allow them to avoid making a trip to a Registry branch office. These applications include the ability to:

- renew a vehicle registration
- schedule a driver license test
- locate the nearest branch location by zip code or region
- be informed of expected wait times at the branch locations

- get directions to and service information for all branch locations
- select from a variety of RMV forms and have them faxed

The new phone system provides a set of desktop productivity tools to assist call center agents in their customer functions. These tools include a Knowledge Management System that allows agents to search a database of policies and procedures while talking with the customer. Agents can also fax customer requested forms from the desktop. The agent simply points and clicks the requested forms and then enters the customer's fax number.

The application also provides a time-saving Screen Pop to the RMV agents. When a customer is queried and enters the driver license number, the system retrieves customer information while the customer is in queue. At the time of the call's arrival to their agent, this information is 'popped' to the agent's screen, saving the retrieval time.

Finally, the system provides a fulfillment function that is utilized when the U. S. mail is needed to satisfy a customer's request. A manifest is created when the agent points and clicks on the documents requested. Then customer's name and address is automatically posted to the manifest. The manifest is E-Mailed to a fulfillment agent who picks and fills the customer request.

The backbone of the new system is an Avaya infrastructure that includes a Definity G3R Enterprise Communications Server, which has a capacity of up to 2,400 stations, 44 remote servers 7,700 simultaneous voice / data calls, and 250,000 busy-hour calls. A Centre Vu CMS Supervisor provides 90 call center performance reports and a Centre Vu CMS Advocate Call Distribution expedites resources based on user-defined objectives. The system also provides 'cradle-to-grave' reporting for every call, as well as inbound and outbound tracking.



THE COMMUNITY PRESERVATION INITIATIVE GETS WIRED: NEW WEBSITE AND TOOLS



The Executive Office of Environmental Affairs (EOEA), under the direction of Secretary Robert Durand created the Community Preservation Initiative to provide a unique set of tools, resources and information to empower municipal leaders to make sound decisions about the future of their communities. Among these

customized products are GIS-based buildout maps and analyses, professional planning assistance to complete and implement Community Development Plans, information about the Community Preservation Act, and interactive coursework in planning and growth through the Community Preservation Institute, a joint venture with the University of Massachusetts.

Through colorful maps, interactive events and accessible information, the education-oriented Initiative aims to inspire and empower local leaders to make sound and balanced decisions about the future of their communities.

The Community Preservation Initiative website and software tools, available through mass.gov, are the latest way the Initiative is making planning issues come alive. The website, www.mass.gov/envir/cpa, was launched in April 2002 and extends the philosophy of providing easily accessible information to communities that is both customized and useful. Created in conjunction with the Commonwealth's Information Technology Division, the website is an integral part of the initiative, as it is the primary medium used to disseminate information. The first level of the website contains information about the Initiative's main tools and resources. Access to these pages on the site can be found through a vertical column of navigation buttons on the left hand side of the screen and because these pages are useful to all residents in the state regardless of where they live, the buttons are ever-present on the website.

Also on the website are 351 "Community Resource Pages," each unique with specific planning and buildout information for each community in the state. These pages contain buildout project files, PDF versions of buildout maps, buildout statistics, access to an average of 30 community photographs, and links to important community and planning resources on the web.

Alternative Futures Tool (AFT)

The AFT software enables the user to analyze alternative buildout scenarios by changing zoning bylaws and other development regulations.

The AFT links a customized version of the widely used Arcview GIS package to a set of Excel spreadsheet templates containing planning data. Using the AFT, communities can look at more varied housing opportunities, better protection of sensitive natural resources or alternative kinds of development which better suit the character of each community. It also allows communities to evaluate the impact of purchasing development rights or other open space protection strategies.

The AFT is available from the website. Further information on the use and download of the AFT software please contact Jane Pfister at jane.pfister@state.ma.us or (617) 626-1194.

The Fiscal Impact Tool (FIT)

The Fiscal Impact Tool allows communities to calculate the fiscal impact to the municipality of a specific proposed real estate development. A fiscal impact analysis compares the revenues and expenses resulting from new development in order to determine how municipal finances are affected. One of EOEA's goals in providing the FIT is to allow communities to obtain an understanding of the effect of a particular project on the community's budget if the project were completed and fully operational in the fiscal year in which the FIT analysis is performed.

The purpose of the FIT is to provide a community with a tool that is adaptable to the unique characteristics of each community. Therefore, the FIT provides a community with the latest data from state and national academic and other sources regarding the expenses and revenues associated with various types of development, as well as mechanisms that allow a community to input its own figures based on local data collection.

Plans are underway to integrate the FIT and the AFT to allow communities to determine the fiscal impacts of alternative development scenarios. The FIT and accompanying guidebook are available for download from the website. For more information please contact Kurt Gaertner at kurt.gaertner@state.ma.us or (617) 626-1154.



MUNICIPAL E-FILING OF HOUSING CERTIFICATION PLANS SPEED PROCESS

In addition to Community Preservation Initiatives, the Commonwealth is also providing tools to help create housing opportunities for families and individuals across a broad range of incomes.

Executive Order 418, which was issued in January 2000, directs the Department of Housing and Community Development (DHCD), the Executive Office of Environmental Affairs (EOEA), the Executive Office of Transportation and Construction (EOTC), and the Department of Economic Development (DED) to provide assistance to cities and towns for community planning. The order makes grant funds available for planning services to each of the Commonwealth's 351

communities for a number of community development plans which address four planning elements: housing, economic development, open space and resource protection, and transportation. These programs cover a wide spectrum of community development activities such as DHCD's Affordable Housing Trust Fund, EOTC's Public Works Economic Development, EOEA's Urban Self Help Program, and DED's Minority Economic Community Development Grant Program.

The four partnering agencies use the same automated secure website to share information and develop reports on the Community Development Planning process. This has substantially reduced the time it takes to share information and do the reviews. For example, the shared review and editing capability has cut review time down from an average of six weeks per report to one week. The reports give each submitting community vital information such as the agencies' findings, additional work needed and the scope of services approved. Eventually the actual

completed reports will be available on the web to the public. Ann Whittaker, Senior Regional Planner for DHCD said that while all four participating agencies have worked well together the electronic link has "improved that by 100 percent".

Municipalities are at various stages in their planning efforts. The planning services available under EO 418 can be used to update, enhance, or implement existing plans for communities with current plans in place. For communities that have no current plans in place, this provides an opportunity to begin to look at housing, economic development, transportation, and the environment in relationship with one another. For communities that are currently

engaged in a master planning effort, the services can be used to examine one or more of the elements in greater depth or to look at a regional or subregional issue with other communities.

The new Municipal E-Filing used for submission, review and report posting of the planning services grant process, makes it much easier for communities to participate in the program. In the program's first year 201 cities and towns filed Housing Certification Plans and achieved certification. In year two (FY02), 190 were certified. DHCD is now starting year three of the program using its automated secure website for submission although they will work with individual communities on other methods of submission if they have no web access. The E-Filing is accessed through the On-Line Services section of the homepage of Mass.Gov (www.mass.gov) or through the intention "I want to

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HEIRS II (Higher Education Information Resource System) DATABASE PROJECT TO IMPROVE DATA COLLECTION AND STORAGE



The Higher Education Information Resource System Database Project (HEIRS) is an Oracle database system redesigned in FY02 as the first phase of the Improvement Project to construct a comprehensive, centralized data warehouse to collect, store, and analyze public college and university data for the Board of Higher Education. The comprehensive, centralized database warehouse system allows for the retention of vital enrollment, student retention, cohort tacking, student success, and cost of education information on publicly supported higher education. The centralized system also allows universities and colleges to access historical/current institutional trend data to improve campus level planning and assessment.

These data are important to the Board of Higher Education and the state in terms of policymaking, performance accountability, and decision-making. In the first phase of the HEIRS Improvement Project the Oracle database was redesigned, a web-based analytical platform (Cognos) was implemented, and network upgrades to support the new system were completed. Comprehensive analysis of fiscal, admissions, enrollment, and degrees conferred is now available quickly and accurately to the BHE using the redesigned database and the reporting tool, Cognos.

The project continues in FY03 with the implementation of the new system design and associated processes to the campuses and the addition of human resources and financial aid data to the new database. When the entire project is complete in June 2003, the Board of Higher Education and the public higher education institutions will have a centralized, comprehensive data warehouse that will enable high level analysis of data to inform state wide public higher education planning and policy decisions and to support statutory requirements for performance measurement.

Commonwealth Information Warehouse Adds Enhancements For Customers

During FY2002, the Commonwealth Information Warehouse (CIW) team introduced a large number of new tables to users, and implemented an even larger number of changes to existing tables, all in support of efforts by our customers to perform their job responsibilities more effectively and efficiently.

In a major system enhancement, the CIW team completed efforts to bring data from the MMARS Project Accounting and Reporting Subsystem (PARS) into the information warehouse. As the results of those efforts, users needing to track projects or combine the newly added PARS data with MMARS cumulative project ledger data (CUMPLED) that has long appeared in the information warehouse can now do so.

Another extensive project involving most of the CIW team resulted from the upgrade of the HR/CMS payroll system to Peoplesoft 8. The HR/CMS upgrade required that dozens of new tables be added to the information warehouse. Concurrently, several existing tables were dropped, and many others were changed to reflect changes to the source system. Although the magnitude of all of these changes was enormous, and the impact to the consumers of HR/CMS data in the information warehouse cannot be understated, the CIW team – with the support and cooperation of the HR/CMS project team and the project's change management group – completed the updates and provided training with a minimum of disruption to the CIW users. Remarkably, only a single day of CIW user access was lost to the conversion.

During the course of FY2002, several members of the CIW team worked with representatives of the University of Massachusetts, the Office of the State Comptroller, the Human Resources Division and the Fiscal Affairs Division to prepare for the appearance of data from the UMass Peoplesoft HR/payroll system in the information warehouse. As with every new system implementation, challenges were encountered and overcome during the course of the development efforts. UMass has implemented a "higher education" version of the Peoplesoft product, while HR/CMS implemented Peoplesoft "governmental" version.

Although the two versions will likely never converge, similarities between the two allowed the CIW to present much of the UMass data in combination with HR/CMS data. For CIW users requiring access to statewide data, the early-FY2003 implementation of this project will offer a more complete view of statewide HR and payroll information than has previously been available. With the addition of more than a dozen new UMass-specific tables and UMass records added to dozens more, CIW users in general will soon see signs of the second Peoplesoft payroll system in the information warehouse.



VIRTUAL AND HIGH CAPACITY TAPE TECHNOLOGY PREPARES ITD FOR FUTURE

The ITD data center has reduced storage costs and improved efficiencies with the addition of a leading edge virtual and high capacity tape upgrade.

The Virtual Storage Manager coupled with High Capacity deep density tape drives and High Performance specialized software have been implemented to efficiently manage tape storage growth, while maximizing tape utilizations. In order to better support their users, ITD identified several primary objectives related to the upgrade: (1) to improve library and tape performance and sustain the advantages of virtual architecture and high capacity access centric performance tape technology, (2) decrease the overall cost and computer room foot print requirements and (3) provide state of the art reliability, performance, support and services to end users.

StorageTek installed the following equipment to complement the already installed Automated Tape Library configuration that has been running in the data center for many years.



Virtual Storage Manager (700 Gigabyte VSM Configuration).

This Virtual Storage Manager solution allows tape storage actions to take place at electronic speeds in the VSM high-capacity disk buffer system. The host platform believes it is allocating and writing data to a physical tape drive. In actuality, data is written to a disk buffer and stored until it is migrated to a stacked tape cartridge inside the StorageTek automated tape library. While tape data remains in the disk buffer, high-speed recalls are achieved instantaneously. If data is requested after the volume is migrated out of

the buffer a standard mount is requested and scheduled and the data is passed to the application automatically.

STK 9840 High Capacity / Performance tape drives.



The StorageTek 9840 tape drive optimizes the combination of speed, capacity and access. The 9840 moves data at up to 20 megabytes per second (un-compressed). Mid-point load improves search time and the speed of first access to data, which averages eight seconds. Each 9840 cartridge holds up to 20 gigabytes (uncompressed) and typically 80 gigabytes with compression. Because the 9840 media works for multiple applications and platforms, it's easy to plan and optimize storage management operations.

The introduction of this new virtual and deep density tape technology has allowed the data center to leverage and protect its current investment in the StorageTek Automated Tape libraries and tape drives while re-claiming significant computer room and tape library floor space. The virtualization of active small tape data sets and the recycling of aged racked volumes have enabled the library configuration to be reduced by forty percent.

In addition, the hardware maintenance charges have been reduced by \$20,360 per month; a first year savings of \$244,320. Ancillary charges related to power and cooling costs have also been achieved. Additional benefits and savings were obtained by eliminating and retiring older cartridge media that is no longer required. In addition, far fewer tapes are being sent off-site to support disaster recovery contingency plans. The costs and manpower associated with this process have also being reduced as well.

Continued on Page 22



IT BOND II FY2002 PRELIMINARY EXPENDITURES

Project Name	FY2001 As of 8/12/2002 Expenditures
E-Gov Control Services	\$8,128,180
Centralized Messaging System	\$6,071,655
DOC Inmate Management System	\$4,572,227
UMASS Integrated Information System	\$4,248,890
EHS MossCores	\$3,710,207
DOE Educator License and Recruitment	\$2,457,166
Enterprise Hardware Acquisition	\$2,231,340
UMASS E-Learning Infrastructure	\$2,071,903
OSC E-Commerce	\$1,773,880
OSD Uniform Financial Reporting System	\$1,539,306
BHE Community E-Learning Network	\$1,523,161
SOR Sex Offender Registry Database	\$1,509,500
UMASS Integrated Student Info System	\$1,484,166
ENV Moss GIS	\$1,260,823
ITD Strategic Planning & Management	\$1,224,188
DED MossConnect	\$1,150,000
DOE System for Managing Accountability and Results	\$1,120,861
SAO Network Upgrade	\$1,025,164
DEP Environmental Permit Application	\$928,002
UMASS Application Hosting Services	\$909,882
CHS Moss. Instant Recording and Check System (MIRCS)	\$870,058
DPH Vital Statistics Integrated Data System (EVITALS)	\$797,225
DES Moss One-Stop Employment System (MOSES)	\$750,480
BHE HEIRS Improvement Project	\$744,553
HRD HRCMS Version 8 Upgrade	\$736,250
UMASS Lifelong Learning Initiative	\$709,262
DOR Child Support Enhancement	\$670,845
UMASS MITI Expansion	\$662,622
DOE Student Information Management System (SIMS)	\$613,709
DMR Electronic Survey Delivery (ESDR)	\$596,791
Comm-PASS Improvements	\$578,641
FWE Electronic Government Recreation Licensing	\$519,490
DOR Mirror Imaging Enhancement	\$480,817
OCD Executive Order 418	\$474,068
DOR Local Services Online Government	\$460,000
CJT Academy Labs	\$452,936
MIL Electronic Document Management System	\$425,984
FWE Computer Aided Dispatch and Records System	\$416,295
SCA On-Line Renewals	\$396,569
CHS CORI Automated Screening System (CASS)	\$389,650
POL Report and Activity Management System (RAMS)	\$361,482
Projects < \$350,000 (total of 46)	\$6,564,035
Total IT Bond II FY2002 Preliminary Expenditures	\$67,612,261



IT Spending

PRELIMINARY FY2002 IT SPENDING

Executive or Constitutional Office or Branch	Gross Operating Expenditures	Gross Capital Expenditures	Trust Expenditures	Federal Expenditures	Grand Total
Higher Education	\$10,129,823	\$9,553,490	\$75,692,009	\$87,809	\$95,463,130
Health & Human Services	\$61,407,887	\$7,444,257	\$13,471,106	\$6,619,900	\$88,943,150
Administration & Finance	\$25,042,941	\$24,439,629	\$4,457,367	\$18,067,488	\$72,007,426
Public Safety	\$24,160,375	\$11,705,334	\$5,900,498	\$3,842,633	\$45,608,840
Labor	\$1,449,357	\$1,627,965	\$3,739,644	\$15,826,026	\$22,642,991
Treasurer & Receiver General	\$17,804,532	\$218,000	\$426,555	\$0	\$18,449,086
Department Of Education	\$3,308,643	\$8,413,621	\$196,357	\$1,769,236	\$13,687,857
Judiciary	\$8,346,405	\$4,198,363	\$4,550	\$507,133	\$13,056,451
Environmental Affairs	\$3,968,513	\$6,185,680	\$302,484	\$965,096	\$11,421,773
District Attorney	\$3,672,860	\$2,375,503	\$342,847	\$78,801	\$6,470,011
Secretary Of State	\$5,441,078	\$789,213	\$0	\$70,568	\$6,300,859
Transportation & Construction	\$792,685	\$4,224,798	\$38,952	\$0	\$5,056,435
Consumer Affairs	\$1,595,470	\$1,697,134	\$786,384	\$74,342	\$4,079,193
Joint Legislative Expenditure	\$3,646,257	\$432,936	\$0	\$0	\$3,238,234
Sheriff's Departments	\$2,597,165	\$181,506	\$0	\$459,563	\$2,814,355
Office Of State Comptroller	\$256,493	\$2,557,863	\$0	\$0	\$2,073,546
Attorney General	\$1,090,464	\$0	\$90,734	\$91,452	\$1,272,650
State Auditor	\$229,538	\$975,201	\$36,100	\$0	\$1,240,839
Board Of Library Commissioners	\$689,274	\$39,266	\$0	\$33,856	\$762,396
County Expenses	\$0	\$0	\$735,988	\$0	\$735,988
Communities & Development	\$59,504	\$235,261	\$206,088	\$24,155	\$525,008
Economic Affairs	\$289,452	\$129,697	\$4,295	\$0	\$423,444
Campaign & Political Finance	\$248,578	\$102,520	\$0	\$0	\$351,098
CTR/FAD Accounting Entities	\$0	\$0	\$0	\$236,650	\$236,650
Disabled Persons Protection Com.	\$40,974	\$179,597	\$0	\$113	\$220,684
Elder Affairs	\$204,032	\$0	\$0	\$6,921	\$210,953
Ethics Commission	\$59,656	\$78,372	\$0	\$0	\$138,029
Governor	\$117,101	\$0	\$0	\$0	\$117,101
Inspector General	\$30,308	\$615	\$0	\$0	\$30,923
Commission On Status Of Women	\$8,166	\$0	\$0	\$0	\$8,166
Low-LVL Radioactive Waste MGMT	\$275	\$0	\$3,911	\$0	\$4,186
Grand Total	\$176,687,806	\$87,785,820	\$106,435,867	\$48,761,741	\$419,671,235

Notes:

Accounting Fiscal Year 2001 Expenditures as of August 3, 2001 including the following object codes:

E07, E08: Phone expenditures and chargeback

E09: Software and licenses

E10: Data processing chargeback

H03: Contracted IT professionals (including Medicaid processing system)

E11, J08, K01: IT cabling equipment and supplies

K08: Telecommunications equipment

K12: TV Broadcasting equipment

L01, L21: IT equipment lease-purchase or rental-lease

L12, L32: TV Broadcasting equipment lease-purchase or rental-lease

L41: IT equipment maintenance and repair

L48: Telecommunication equipment maintenance and repair

L52: TV Broadcasting equipment maintenance and repair

Does Not Include:

Salaries for State technical staff



IT BOND III

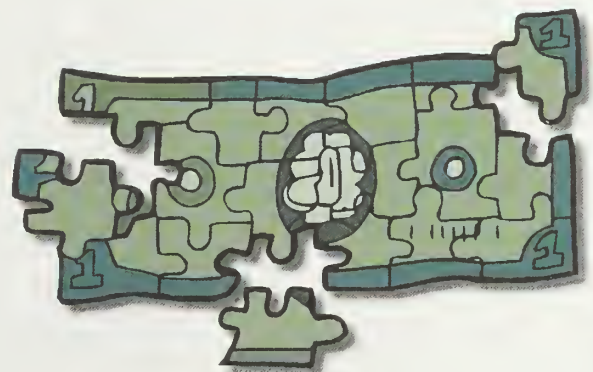
On June 26, 2002 Governor Swift signed into law Chapter 142 of the Acts of 2002, titled "An Act Providing For Certain Information Technology Improvements". The Information Technology Division refers to this act as IT Bond III. This act authorizes \$300 million of funds for IT initiatives over the next 7 years. The bond authorization allocates this funding in the following manner:

- E-Government Initiatives \$95M
- Major Improvement Projects \$135M
- Centralized Messaging System \$15M
- Second Data Center \$25M
- Wireless Communications Network \$30M

In anticipation of this ITD had begun soliciting investment briefs from all branches of government for projects seeking usage of these funds. This process was initiated in May of this year. Over 160 investment briefs have been submitted requesting approximately \$220M of funds in FY03. At this time all investment briefs are being reviewed and prioritized to dovetail with ITD's FY03 capital cap (i.e. the actual amount of cash which can be expended during the year) of \$91M.

IT Bond III also included a section (Section 5) which mandates a report to the secretary of administration and finance and the house and senate committees on ways and means on the use of an information technology governance strategy in the implementation of the Commonwealth's information technology infrastructure. This report must also examine if the current planning and development procedures enable the coherence of functionality, security and interoperability across state government and work to build mission critical applications that encourage agencies to work effectively with one another.

Additionally, another section (Section 6) contained in IT Bond III stipulates the formation of a special commission to recommend an enterprise-wide strategy, including all 3 branches of government and the constitutional offices, for the commonwealth's information technology infrastructure, system development and governance. The Commission will include members of the three branches of government and private sector representatives. The Commission's report needs to identify all of the commonwealth's management information systems, their general condition and the populations served and as well as review the list of mission critical systems as defined by the state information technology division. In addition, the report will examine all of the commonwealth's networks and data centers to determine if they satisfy the goal of operating in the most secure, redundant and cost-effective manner. The commission will recommend any changes necessary to meet the goals established by it, including recommendations to ensure that agencies work effectively with one another, that similar systems and processes are developed and shared across agencies and that new systems meet the needs of citizens, businesses and other governmental agencies.



DMA WELCOMES NEW CTO



Ralph DeAngelis, CTO

The Commonwealth's Division of Medical Assistance (DMA) has announced the selection of Ralph DeAngelis as the agency's new Chief Technology Officer (CTO). Ralph started at DMA on May 22, 2002 and has been meeting with staff at 600 Washington Street (as well as 1 Ashburton Place and the state data center in Chelsea) since that time to rapidly familiarize himself with DMA personnel and operations.

Ralph holds a B.S. in Business Administration from Salem State College where he double majored in software engineering and accounting. He also holds an M.B.A. from Suffolk University with concentrations in information systems and organizational development. For the past 21 years, Ralph has held a number of senior IT management positions in a variety of industries, including a stint as the CIO for Bay State Health Care. Before joining DMA, Ralph served as IT Director for Digitas, Inc., an internet advertising and marketing agency in Boston where he managed all aspects of a 24/7 IT organization with operations in five U.S. cities and five foreign countries.

Rational Day At The Commonwealth

The Enterprise Application Bureau (EAB) in the Information Technology Division (ITD) is hosting a Rational Software Information Seminar on October 1, 2002 from 9am-12pm in Conference Room 1 on the 21st floor of the McCormack Building. EAB has implemented Rational Software solutions to improve their software development lifecycle in the areas of requirements management, configuration management, visual modeling, testing and defect tracking with very positive results. Early results have indicated that team communication is more efficient, software development processes are becoming more consistent and repeatable and software quality has improved. The seminar will include presentations on software development processes and tools that can automate these processes as well as product demonstrations. For more information, please contact Corinne Steele at EAB (Corinne.Steele@state.ma.us or 617-626-4499) or Dan Hogan (DHogan@rational.com or 781-402-4936).

Event:	Rational Day at the Commonwealth
Date:	October 1, 2002
Time	9:00 – 12:00
Place:	McCormack Building, Conference Room 1, 21 st floor
Agenda:	Overview of products and tools, Customer Agency feedback, demos

**Leveraging Portal Technology,
Continued From Page 14**

submit a report or filing" located in the Cities and Towns Virtual Agency within the Your Government area of the portal. DHCD's Ann Whittaker said that communities have been very pleased with the new electronic filing tools. "They are particularly happy with some of the time saving functionality available to them such as the ability of the system to auto fill information from previous responses," she said.

In addition to providing these new services, the DHCD website at www.mass.gov/dhcd contains a copy of a Guidebook, "Building Vibrant Communities Linking Housing, Economic Development, Transportation, and the Environment," which provides an overview of the planning process as envisioned by the four agencies. The web site also provides additional information, Technical Assistance Bulletins and updates on EO418 implementation. If the answer to your question is not available on the Web, first contact your Regional Planning Agency. If the information needs additional clarification, contact Ann Whittaker at (617) 727-7001 extension 401.

**FamilyNet Upgrades DSS Systems,
Continued From Page 9**

As might be expected, the shift from a largely paper-based system of managing case information to one that automated and standardized policy implementation and record keeping across the organization was not painless. Over time however, as the technology has matured and the agency culture shifted, FamilyNet has become a vital tool in the day-to-day provision of services to the children and families of the Commonwealth. Recognized by the federal agency overseeing the development of child welfare systems as one of the best SACWIS in the country, FamilyNet offers front-line workers and managers on-line, real time access to data that better informs their decisions regarding reports of child abuse and neglect, safety assessments, service availability and outcomes, and when necessary, placement options.

Since implementation in 1998, Family Net has been continuously modified and enhanced to meet the changing needs of its users. Key challenges for the future include the need to replace the aging technical infrastructure and software that support the Family Net application. Major enhancements currently under consideration include Remote access – to allow caseworkers to use their time more efficiently, reporting tools to more effectively support program improvement initiatives, and automation of determinations of consumer eligibility for federal reimbursement – to optimize revenue.



**Corporation Division Nets Two Web Awards,
Continued From Page 6**

The International Association of Commercial Administrators is a professional association for government administrators of corporation record systems at the state and national levels. The IACA judges looked at the ease of getting onto the web site, the breadth of services available, ease of payment, the guides to lead the user through the process, and the view of the screen as the user is in the system.

Electronic filing started in Massachusetts in January 2001. Anyone wishing to file corporate forms can go on-line at www.mass.gov/sec/cor. The site processes payment information and gives the business confirmation of the transaction with a date and time notification. Except for a 12-hour period on weekends, the web site is available 24 hours a day.

**Division Of Insurance Agent On-Line
Renewal Website Cuts Processing Time,
Continued From Page 7**

license renewals for a great many professional groups and the eventual submission of consumer complaints are two more cost-efficient services this partnership of state government agencies wants to deliver to consumers, business and its licensees," Healy said.

Back at the DOI's Information Technology Department, plans are also in the works to create an electronic payment option for insurers as well as upgrade the website to allow companies to appoint new insurance agents online, a feature that would further reduce administrative costs and hasten the speed and accuracy with which government interacts with business.

**Enterprise Communication Services/MassMail Migrates,
Continued From Page 16**

The Expert High Performance Data Mover software facilitated the reduction of tape drives and media being used to produce Disaster Recovery backups of applications and operating systems data. At the same time, a significant reduction in tape volumes required to copy the backup data was achieved. The software and hardware also provided the capability to make duplicate copies of the data while using fewer resources. This included savings of tape drives, CPU time, channels, and tape cartridges. Significant reductions in the number of physical on-site and off-site tape volumes have already been achieved to date.

In summary, the key business benefits of the project include:

- Condensed backup windows & lower offsite storage costs.
- Improved online availability.
- Superior data management.

- Reduced costs and improved performance.
- Scalable to business requirements.
- Seamless integration with StorageTek drives and libraries.
- Maximum resource utilization.
- Best-in-class reliability and availability.
- Unbeatable business continuity capabilities.

The solution has also significantly enhanced tape storage operations and reduced costs while providing the necessary space needed to manage storage growth and enable new business applications.

MESSAGE FROM THE CIO

In this issue of the IT Bulletin, we take a look at progress we have made in FY02. It has been a very productive year; we should be gratified with the progress that has been made. At the same time, many external changes that have occurred are going to have a profound effect on the way we do business. The strain on operational budgets is going to increase before it improves and IT is going to feel this pain. But in spite of the fiscal decline, the Legislature and Governor have re-affirmed the need to continue with the progress by passing IT Bond III for \$300m with an increased spending cap of \$91m for FY03. However, there will be new rules; proposed projects are going to have to pay for themselves in operational savings and/or new revenues *and* improve service. Generally, to meet these goals will mean substantial changes in the business process have to be part and parcel of any proposed IT capital project. However, the environment of fiscal constraint can sharpen the decision process and is a catalyst for business change that would not be possible in better times. And, it also offers the chance to look at these business processes through the eyes of the constituent; the most successful changes will be the ones that increase the efficiency of both the agency and the user. To this end, there are several shared services that have been started as part of E-Gov or HIPPA that we are all going to have the discipline to use and embrace; shared security and E-payments are two examples. In both of these cases, we can save funding internally by using these services (rather than each agency building them on our own) and we present a common process to the external world. For example, the 4000+ health care providers need the same way to communicate securely whether or not they are communicating with DPH, DMA, DOR or OSC. Any thought of another outcome shouldn't be on the table.

This will be my last message and I want to take the opportunity to say thank you to everyone for making the past four years the highlight of my career. It has been a constant learning experience, and I have been reminded how important trust and relationships are; both in and outside of government. It has been a true privilege and pleasure; I look forward to working with you again in the future.

David Lewis

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ITD's Strategic Planning Group, Val Asbedian Director, publishes this quarterly Information Technology Bulletin. One of the SPG's tasks is to act as a clearinghouse for IT information. This publication furthers that goal. Please send correspondence to Cathy Jackson, Managing Editor, the Information Technology Bulletin, Room 801, One Ashburton Place, Boston, MA 02108

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ITD PUBLICATIONS

The Information Technology Division of the Executive Office for Administration & Finance issues many publications such as: this newsletter; job openings at ITD; information technology standards, guidelines and policies; project reports; technical bulletins and manuals; and so forth.

The place to find these publications on the public Internet is:

<http://www.mass.gov/itd/>.

The place to find these publications on the Commonwealth Intranet is:

<http://www.itd.mass.gov/publications.htm>.

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